



Date: March 26, 2021
 To: Navigator Schools Board
 From: Kevin Sved, CEO
 Subject: Recommendation to Approve Revised Plan to Expand In-Person Instruction

On March 4, 2021 the Board of Directors approved the proposed plan to Expand In-Person Instruction. Since that time, it became evident that minor modifications to the plan were necessary. The key changes to the plan are described in the table below.

Plan Approved March 4	Proposed Plan March 29
Staff will have the opportunity for the first dose of vaccine before being requested to return to in-class instruction.	No change.
Launch Hybrid for K-4 on April 13 (K may be earlier), 5-8 on April 19.	Launch hybrid for K-2 at WPS on April 13 Launch hybrid for GPS (K-8), HPS (K-8) and WPS (3rd grade) on April 19
Parents choose distance learning or hybrid	No change.
Hybrid program is face to face M-Th, AM / PM, 2hrs 45 min (~8:15 to ~11:00) or (~12:25 to ~3:10)	Hybrid program is face to face M-Th, AM / PM, 2hrs 30-45 min (Scheduling at co-located campuses may require some flexibility.)
Friday schedule for intervention (~8:15 to ~11:00) with 20 students at each grade level with highest academic needs on-site for intervention.	Friday ~8:15a to ~11:00a for hybrid/distance learning, with class community meetings and social emotional learning for all students. Intervention for most vulnerable students will be provided through a combination of on-site, in-person instruction, and distance learning.

The following attachments are provided as supporting material for this recommendation:

- 1) A memo explaining the rationale for the changes to the Friday intervention plan
- 2) The slide deck shared on March 4, 2021 with the plan approved by the board

Recommendation

It is recommended that the Board approve the proposed revised plan.



Date: March 26, 2021

To: Navigator Schools Board of Directors

From: James Dent, Chief Academic Officer and Melissa Alatorre Alnas, Director of Schools & HR

Subject: Proposed Hybrid Intervention on Fridays

At the last board meeting, the Board of Directors voted to hold onsite intervention for our most vulnerable students on Friday mornings at our three schools. After reviewing student academic and SEL needs, we are proposing to adjust and offer a hybrid option for Friday mornings in which some teachers and SGIs are present on campus and others hold distance learning interventions. The reasons for making this adjustment include:

1. More than one third of students need intervention in early grades at all schools
2. Many of our students with highest needs have selected afternoon classes or Distance Learning only instruction which makes it difficult for them to be on-site for intervention on Friday mornings
3. Data collected this month also shows our low ratio distance learning intervention is having a positive impact on student performance and teachers would like to keep this option available
4. By adding distance learning as an option for intervention, more classrooms will be made available for small groups in-person on Friday mornings for lower grades.
5. This model continues to provide a safe space for On Site Distance Learning students to attend on Fridays

After beginning planning in earnest at sites, both site leaders and the instructional staff at all three sites supported this idea of offering both options on Fridays. It increases the number of students we can serve and offers flexibility at the site level to address specific needs. The support office academic team is in support of this adjustment and we feel like it is a more effective way to spend our Fridays for the sake of our students and instructional staff.

To summarize, site leadership teams will look at the local context and have the flexibility to build an on-site and distance learning plan that works best considering their specific needs and resource availability.



Expanding In-Person Instruction

March 4, 2021

Expanded In-Person Instruction Plan Summary

- 1) Staff will have opportunity for first dose of vaccine before required to return to in-class instruction.
- 2) Launch Hybrid for K-4 on April 13 (K may be earlier), 5-8 on April 19.
- 3) Parents choose continued distance learning or hybrid
- 4) Hybrid program is face to face M-Th, AM / PM, 2hrs, 45 min (~8:15 to ~11:00) or (~12:25 to ~3:10)
- 5) Friday schedule for intervention (~8:15 to ~11:00)

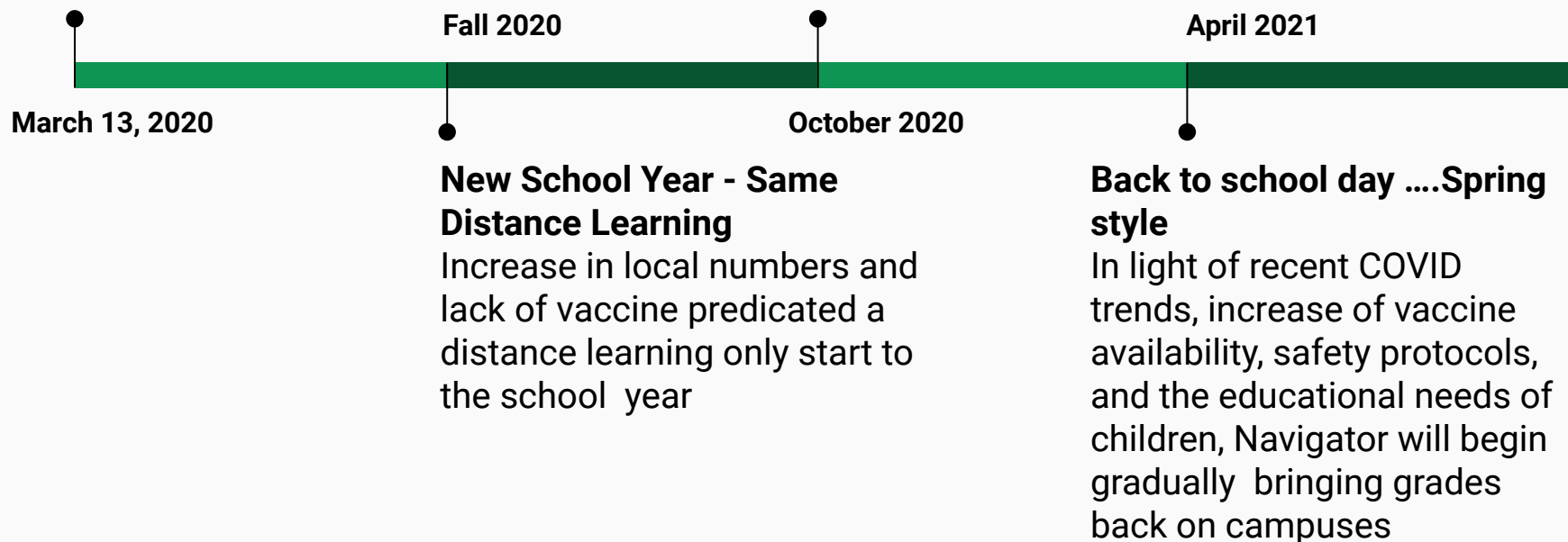
Oh what a year it has been....

School as we know it changed drastically

COVID protocols meant we could no longer safely be on campus together

OSDL introduced as Navigator's latest acronym

Every student by name and need was illustrated by the on campus return for our most vulnerable students.



Reopen School Campuses

Steps to ensure a safe reopening for students, staff, and families

Where are we and where do we need to go...

- 1. Current state of play**
 - a. What does school look like today
 - b. Status of staff vaccinations
 - c. Stakeholder engagement
 - d. Safety protocols in place
 - e. Why reopen campuses now
- 2. What comes next?**
 - a. Gradual expansion of in-person instruction
 - b. Instituting best practices from other schools
 - c. Detailed safety plans and operations logistics shared with staff and families
 - d. Staff & organization considerations & needs

What does school look like today?

- **Distance learning**
 - Students are in Zoom class 8:45-12:00 Monday-Thursday, 8:45-11:30 Friday
 - Intervention block 12:00-12:30
 - Asynchronous blended learning in the afternoons
- **On Site Distance Learning (OSDL)**
 - Small cohorts of students completing distance learning on campus at all three sites
 - 2 facilitators per classroom of 12 students
- **Staff resources**
 - Blended learning champions - PE coaches, AR specialists
 - Yard duty staff - covering OSDL support and providing call center services to assist with attendance

Progress of staff vaccinations

What is the process for getting staff vaccinated?

- Process varies by county
 - In Hamilton County - Dept of Schools working to fairly distribute county allotment of vaccines
 - In Hamilton County no additional support to register staff
 - In Hamilton County - Dept of Schools distributed county allotment and worked with health care providers to fully vaccinate all educators in Hamilton County
- Navigator leadership team is advocating for expanded number of vaccines in counties with the outstanding need

What percentage of staff has been vaccinated?

- P - 21 staff members
 - 22 - have received at least 1 shot or have an appointment
 - 21 - do not want the vaccine
 - 3 - still need appointments
- P - 3 staff members
 - 4 - have received at least 1 shot or have an appointment
 - 22 - do not want the vaccine
 - 3 - still need appointments
- WP - 41 staff members
 - 3 - have received at least 1 shot or have an appointment
 - 1 - do not want the vaccine
 - 22 - still need appointments

Stakeholder Engagement

Ensuring we hear all perspectives before reopening school campuses

1. Staff

- a. Leadership team talked with principals on Friday 2/26
- b. Principals met with their leadership teams on Monday 3/1
- c. DC team spoke at site huddles 3/2 & 3/3
- d. Staff was encouraged to email questions for the staff meeting on March 5
- e. Staff meeting March 5

2. Families

- a. Families have been receiving monthly updates
- b. Families will receive plan and survey March 5

3. Local counties

- a. Staff participates in weekly or bi-weekly meetings with local counties to learn about status of health in the counties, what other districts and charters are doing, and to share our plans

Safety measures in place

Testing for Students & Staff

- Navigator Schools will encourage staff to test on a bi-weekly basis, providing information for free testing sites. Staff will be encouraged to make testing appointments during non instructional hours but will provide coverage when necessary. Testing is not required for staff or students
- Staff will be provided with testing locations in all three counties where school sites are located
- Staff who is exhibiting symptoms will need to be tested and isolate according to state guidelines. As the quarantine and testing are steps toward providing a safe environment for all students, staff, and families alternate work responsibilities will be assigned if possible.
- As part of the overall COVID safety protocols staff will be notified if there is a positive case on campus with the next steps for testing and quarantine procedures.

We will practice safety and minimize risk



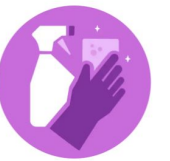
- COVID student protocol checklist will be completed by parents each day
- Students and staff temps be taken daily
- Staff will be tested.



- Use of facial coverings for all staff and students per current guidelines
- Masks are available for all staff and students who need them/don't bring their own to use
- Limited exceptions for verified medical conditions.



- Maintain 6 ft distance between individuals at all times
- Students stay in the same groups and classrooms
- No shared materials (e.g. paper, pencils, computers)
- Breaks are held outside with distance between students
- Turn desks to face in the same direction to reduce transmission



- Staff and students sanitize hands when entering and exiting room
- Desks/surfaces are wiped down during breaks and after school
- Staggered break times to allow cleaning team to operate throughout the day

Ventilation & Air flow

1. HVAC - all air filters have been upgraded to the recommended MERV13 (Minimum Efficiency Reporting Value) and will be replaced every 30 days, or sooner, as recommended.
2. All doors and windows should remain open and air circulating constantly.

What happens if...

- **A student or staff member is exposed to a family member who tests positive**
 - Student/staff sent home and instructed to get tested around day 7 after exposure to case
 - Student/staff instructed to quarantine for full 14 days after date of last exposure (even if they test negative)
- **A staff member or student tests positive**
 - All staff and families will be notified of a positive case (maintaining confidentiality)
 - Any area used by the individual will be cleaned and disinfected
 - The staff and students within the cohort (if applicable) will be sent home and quarantined for 14 days from last exposure.
 - Close contacts (within 6 feet for longer than 15 minutes) will also be sent home to quarantine for 14 days
- **A child refuses to wear a mask**
 - all students and families will be given copies of the local ordinances requiring masks. If a child is able to wear a mask and is not doing so for reasons other than health or ability related, a distance learning situation may be best for the child.

Why reopen campuses now?

Science & need combined = a long awaited ability to provide in-person instruction for all students who want it

- The COVID-19 vaccine & its effects, contagiousness, and safety measures is ever changing with new information being learned & shared daily
- Research continues to show the intense need for students to return to in person instruction
- Spring/warmer weather allows for more outside activities, open window and doors

What Comes Next - Hybrid Model Proposal

Guiding Thoughts for Proposed Model

1. **We adopt the ½ day sample schedule below that includes two seventy-five minute sessions and one 15 minute break.**

Intent: We believe that daily in-person instruction is best for students

Priority 1: Provide small group instruction daily in math and ELA

Priority 2: DL students receive synchronous instruction daily

2. **Tier 2 twenty students (+/- 5ish) per grade level attend Friday mornings, rest of students DL or asynchronous (equity)**

Intent: To provide more intensive learning support to our most struggling students.

Priority 1: Lowest students receive additional intervention time in person on Fridays

Priority 2: All other students receive some synchronous instruction on Friday

3. **Sites have autonomy to have Kindergarten classes engage in on-site activities** (with James or Melissa's support) the week of March 29th.

Intent: Kindergarten kids have never been in a Navi classroom and this may be helpful to

Transition

4. **Sites have autonomy to build DL-only programming** (with James/Melissa's support) based on site needs if there is no-network level support (i.e. one third grade ELA teacher for all Navi students in DL-only).

Intent: DL only is going to vary by site and grade level and site teams will need to look at the local context / staff capacity to build the DL-only portion

Student Sample Schedule

	Group 1 (AM)	Group 2 (PM)	Group 3 (DL)	Friday (AM Int)
8:15-11:00	Face-to-Face on Campus	Homework	Homework	In-person: Intervention group Homework: Everyone else
11:00-11:15 15 min	DISMISSAL			Synchronous Learning w Everyone else
11:15-11:25 10 min	CLEAN ROOMS			
11:25-12:10 45 min	LUNCH			
12:10-2:55	Homework	Face-to-Face on Campus	Distance Learning	Homework

M-TH INSTRUCTIONAL STAFF SCHEDULE	STEM	ELA
7:30-7:40 10 min	Huddle (In class via Zoom)	
7:40-8:00 20 min	PREP	
8:00-8:15 15 min	STUDENTS ARRIVE	
8:15-9:30 75 min	Group 1A	Group 1B
9:30-9:45 15 min	BREAK	
9:45-11:00 75 min	Group 1B	Group 1A
11:00-11:15 15 min	DISMISSAL	
11:15-11:25 10 min	CLEAN ROOMS	
11:25-12:10 45 min	LUNCH	
12:10-12:25	STUDENTS ARRIVE	
12:25-1:40 75 min	Group 2A	Group 2B
1:40-1:55 15 min	BREAK	
1:55-3:10 75 min	Group 2B	Group 2A
3:10-3:25 15 min	DISMISSAL	
3:25-4:00 35 min	Prep, Coaching	

FRIDAY INSTRUCTIONAL STAFF SCHEDULE	STEM	ELA
7:30-7:40 10 min	Huddle (In class via Zoom)	
7:40-8:00 20 min	PREP	
8:00-8:15 15 min	STUDENTS ARRIVE	
8:15-9:30 75 min	Intervention Group A	Intervention Group B
9:30-9:45 15 min	BREAK	
9:45-11:00 75 min	Intervention Group B	Intervention Group A
11:00-11:15 15 min	DISMISSAL	
11:15-11:25 10 min	CLEAN ROOMS	
11:25-12:10 45 min	LUNCH	
12:10-4:00 230 min	Staff PD, Coaching, Prep	

Best practices from other sites

What have we learned from other schools

- Use of outdoor spaces
- Remind families of need for minimal external contact
- Need enough assistance for drop off and pick up to ensure smooth transitions
- Staggering start and release times
- Need to have dedicated distance-learning teachers as simultaneous distance learning and live teaching leads to burnout

Socially distanced school....



Staff & Organization considerations & needs

Keeping our organizational culture strong for staff and students

- Wellness Team has set up office hours - team of counselors, psychologists and our 2 wonderful interns offering support for questions/concerns staff may have on behavior, academics or mental health-pertaining to staff or student(s).
- If staff has significant concerns about returning to campus, please share these concerns with your principal or supervisor so you both can collaborate on next best steps
- All staff will be given the opportunity to request a leave if the options for onsite work responsibilities are not feasible for them for medical reasons.

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